

House magazine of
Mammoet Transport B.V.



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Mammoet's Managing
Director Jan Ijmker



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a foothold in the
United States



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Transport: well
certified!

Editing and production:
Public Relations Department
Mammoet Transport BV, Breda

Editors:
Aad van Leeuwen
Cor Radings
Translation:
Immie van Kalcken
Lay-out:
Aart Schuddeboom

Editorial address:
Public Relations Department
Mammoet Transport BV
Vellingkade 15,
P.O. Box 2267, 4800 CG Breda,
The Netherlands
Tel. 076 - 794400
Telex: 54291
Fax. 076 - 715634



COVER

Shipment of a polypropylene plant
from Japan to Argentina

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VAN DE REDAKTEUR

Het is niet toevallig, dat dit nummer van Mammoet Mail in het teken staat van de Mammoet activiteiten in de Verenigde Staten.

Sedert een aantal jaren beweegt Mammoet zich op de Amerikaanse markt en niet zonder succes.

Dit werd bevestigd bij een aantal bezoeken aan klanten in Californië en Texas en het resultaat kunt u terugvinden in een aantal interviews, waarin de samenwerking tussen opdrachtgever en transporteur centraal staat.

Ook interviewden wij Divisie Directeur Jan IJmker, van het begin af betrokken bij de opbouw van Mammoet Transport en stimulator van het geïntegreerd transport concept.

Mammoet Ferry Transport, de Ferry trailer specialist, verkreeg begin dit jaar het kwaliteitscertificaat ISO 9002; ook hierover een interview.

Tot slot maken wij u nog attent op een tweetal tentoonstellingen waar Mammoet acte de presence geeft; u bent hier natuurlijk van harte welkom.

Veel leesplezier.

FROM THE EDITOR

It is not by chance that this issue of Mammoet Mail is more or less dedicated to Mammoet's activities in the United States.

For a number of years now, Mammoet have been moving in on the American market and not without success. We saw this confirmed in a number of visits to clients in California and Texas and the result can be read in some interviews in which the cooperation between client and carrier are the focal point.

We also interviewed Mammoet's Managing Director Mr Jan IJmker, who has been involved in the development of Mammoet Transport from the start and is the stimulator of the integrated transport concept.

Early this year Mammoet Ferry Transport, the Ferry trailer specialist received the quality certificate ISO 9002, about which you will also see in an article.

Finally, we would like to draw your attention to two exhibitions where Mammoet will be presented; of course you are very welcome to meet us there.

We wish you much pleasure reading.



MAMMOET EXHIBITS

Mammoet will be present on the following exhibitions in Rotterdam and Houston:

From 22 till 26 April 1991 the Freight Show will be held in the Ahoy complex in Rotterdam, The Netherlands. Mammoet Stof, Mammoet Ferry Transport and Mammoet Shipping jointly present their capabilities in stand number H006 at the entrance.

In Houston (Texas, USA) the O.T.C. (Offshore Technology Congress) will be held from 6 to 9 May next and the American Mammoet companies Davenport Mammoet, Mammoet Western and Mammoet Transport U.S.A. Inc. can be visited in stand number 2257/2 within the joint N.C.H. stand.

Our Mammoet representatives will appreciate your visit very much. See you there!

'ATTENTION IS VALUED PRETTY HIGH BY THE CLIENT'



"I don't believe in just sitting down to think behind your desk. If you want to know what the market looks like, you will have to meet the clients yourself." Jan Ijmker, Managing Director of Mammoet Transport frequently supports the commercial activities of his subsidiaries. An interview with a man in the field.



Integrated transport from factory to foundation, including the erection of the cargo; the company philosophy of Mammoet Transport, who carry out transport over land as well as by sea, goes back as far as the company's foundation in 1971. Mr Ijmker has been there from the very start. First as Deputy Managing Director and from 1976 as Managing Director. "The offer of the combination has always been our strong point. We give our clients the possibility to keep the management of the complete project in one company."



'ATTENTION IS VALUED PRETTY HIGH BY THE CLIENT'

Smoothly

Because of the total transport concept, Mammoet takes a unique place in the world of heavy and exceptional transports. According to Mr IJmker his company is the only one in the world that can carry out a chain of transports as one organisation. An excellent advantage, he states, over the competition who only focus on either land transport or transport by sea. Where they must work with more parties and problems may arise in the connections, the Mammoet companies smoothly transfer from one mode to the next. "The client has no worries. He just has contact with one person and we take care of his traffic. It is exactly the same principle that Nedlloyd has now started." Mr IJmker emphasises that the companies of Mammoet Transport are also active independently. "Quite a few jobs are handled on land only or just by sea."

One of the aspects which Mammoet values very much in the relation with the client, is the involvement in projects in an early stage. That involvement, says Mr IJmker, can lead to enormous cost savings for the client. With the flexibility of the Self Propelled Modular Transporters (SPMT), which are extremely manoeuvrable in limited spaces, modularised constructions can be delivered on site thus avoiding obstruction in confined areas. "We must try to get our suggestions over to the client before the project is finalized on the drawing board. And not only for transport with SPMT but also for cranae. When erecting a reactor column, certain techniques can save costs."

Tasting

Mammoet's working terrain concerns almost all continents. IJmker mentions South-East Asia, the United States, Canada, the Middle-East and Europe as the most important markets for the next few years. Locally Mammoet work with their own offices which deal with commercial as well as operational matters. The Mammoet Director himself is very active in maintaining old contacts and developing new ones. "I don't believe in just sitting behind the desk. If you want to know what the market looks like, you will have to



know the clients yourself. It can be strenuous because of the travelling, but in order to do business you must have a taste of the market yourself. Moreover, the client really appreciates the attention he is given."

No doubt there is much difference in the way clients are approached in various parts of the world?

"The way to do business in Japan is completely different from the United States. In Japan everything is based on personal relationships. Business contacts are started on the work floor and only after a long time one will meet the management."

How far has Mammoet come?

"We have now come to the point where we have met various directors."

Is Japan an important place for contacts?

Japan is quite important. It is the market of contractors and suppliers of the material. Nevertheless, most of the projects are carried out outside the country. At the moment South-East Asia is an area that is very much in focus. Therefore, it is very important to maintain contacts in Japan. Of course we have a local organisation which maintains the contacts and I travel to Japan regularly."

With the foundation of offices in Los Angeles, Rosharon (Texas) and Canada in the past few years Mammoet also clearly expressed interest in the American market.

"At the moment America is developing strongly. In refining techniques and the petrochemical industry they were quite behind in comparison to Europe and South-East Asia. All new discoveries were built there first. Now the Americans have started to modernise their own market."

A market that will need special attention, especially after the recent developments, is the Middle East.

"We are still active in the Middle East. During the whole of the Gulf war, we just kept on working in Saudi Arabia and the United Emirates. But if I talk about the activities in the Middle East, I don't mean the action that will develop because of the rebuilding of Kuwait and Iraq. Our activities are aimed at a gigantic scheme for the renovation of refineries in Saudi Arabia and the extension to down stream products. The same goes for the Emirates, Qatar and Oman."

Nevertheless, the reconstruction may be an interesting item.

"Once this item will be added, it will most likely give enormous problems for capacities that are needed to deal with the work. We will have to be very careful in order not to neglect the business that we work on at the moment for a quick profit from Kuwait or Iraq. A client can't be told 'I'm in South-East Asia now and tomorrow I'll start in Kuwait'. That is not acceptable."

Another area that has not yet been mentioned is the home market.

"The Benelux (Belgium, The Netherlands, Luxembourg) offers good possibilities, especially Belgium, which has a very active market. In the Antwerp region various companies will be investing for f 30 billion. A tremendous expansion is going on over there. In The Netherlands Shell and Esso in Pernis are contemplating an extension and also DSM has plans to expand."

The omens do not seem bad. What is Mammoet Transport's vision for the future?

"The idea of the future at the moment is to strengthen the companies in the various local markets. For instance in South East Asia. We now have offices in Thailand, Bangladesh, Malaysia, Singapore, Brunei and Hong Kong. But then we haven't yet spoken of the enormous Chinese market, the Philippines and Indonesia. Considering the United States and Calgary (Canada), the intention is not only to remain active in horizontal transport, but also to activate the vertical transport in those companies."



"SUNRISE" IN AUSTRALIA

Two rail mounted cranes and five rubber tyred gantries were moved from Glebe Island Terminal, Sydney, to Port Botany, also Sydney. The cargo was shipped in two consecutive voyages.

The cranes each measured 46.3 x 21.9 x 21.9 m and weighed 300 tonnes, whereas the rubber tyred gantries each 25.1 x 8.9 x 19.7 m and weighed 100t. All pieces were rolled on board over the ship's stern and after a seavoyage of some 30 nautical miles rolled off again.



KNOCK DOWN CRANE TO DALIAN

From Jacksonville (USA) a 900 tonnes capacity gantry crane was shipped in 12 sections on m.s. "Happy Buccaneer" and "Enlivener" to Dalian in China.

Assembled the gantry crane will reach an enormous span of 200 metres.

"HAPPY BUCCANEER" TO ARGENTINA

For Client Chiyoda a polypropylene plant was shipped from Kokura in Japan to La Plata in Argentina.

The cargo consisted ten modules, ranging in weight from 83 to 342 tonnes, while the biggest module measured 18.65 x 10.45 x 25.2 m. The total volume of the cargo was 47,000 cbm with a total weight of 3500 tonnes so that a full shipped sailed out from Kokura, to Straight Magellan. All modules and the auxiliary cargo were loaded and unloaded by ship's own cranes.



DIPPER DREDGER TO LA REUNION

A 625 tonne dipper dredger was shipped as deck cargo on Mammoet Shipping's "Project Europa" from Rotterdam to the port of Réunion Island



NEW SHIPPING AGENTS

Mammoet Shipping extended their shipping agencies as follows:

SOUTH EAST ASIA

Walter Wright Mammoet in Singapore will represent Mammoet Shipping's marketing and sales efforts in South East Asia. The existing relationship with Nedlloyd South East Asia, Singapore will be continued in a port agency for the Mammoet vessels.

U.S.A.

World Shipping Inc. in Chicago have been appointed shipping agent for the U.S. Mid-West region. To safeguard the overall coordination, messages will be channelled through Mammoet Transport U.S.A. Inc. in Houston (Texas).

Furthermore a cooperation agreement has been concluded with Nedlloyd Lines, Atlanta.

The marketing and sales activities of Mammoet Shipping in North America will have a broader base using the Nedlloyd Lines offices all over the United States.

Also here, all communication and coordination will be centralised in the Mammoet Transport U.S.A. office, Houston.

GERMANY

Mammoet Shipping B.V. of Amsterdam and Sloman Neptun Schiffahrts-AG of Bremen, have agreed to form a joint venture as per 1st April 1991 under the name of Mammoet Starman Shipping GmbH, representing the interests of Mammoet Shipping in Germany and Austria.

In addition to the existing office in Bremen, a new office has been opened in Düsseldorf:

Address:

Mammoet Starman Shipping GmbH

Lindenstrasse 52

D-4000 Düsseldorf 1

Phone: 0211-9918120

Fax: 0211-6802513

Mr. Kees Sindorf has been appointed Chief Executive Officer of Mammoet Starman Shipping GmbH, together with Mr. Walter Warninghoff, serving as Managing Director.

Mammoet Starman Shipping GmbH will also be the central information point for Mammoet Shipping regarding market developments in Yugoslavia, Hungary, Bulgaria, Rumania, Czechoslovakia and Poland.



SHIPYARD CRANES TO CANADA

Mammoet Shipping's m.s. "Titan Scan" delivering two shipyard cranes at Hamilton Canada. The cranes, each weighing 250 tonnes, were collected in Long Beach and Philadelphia.

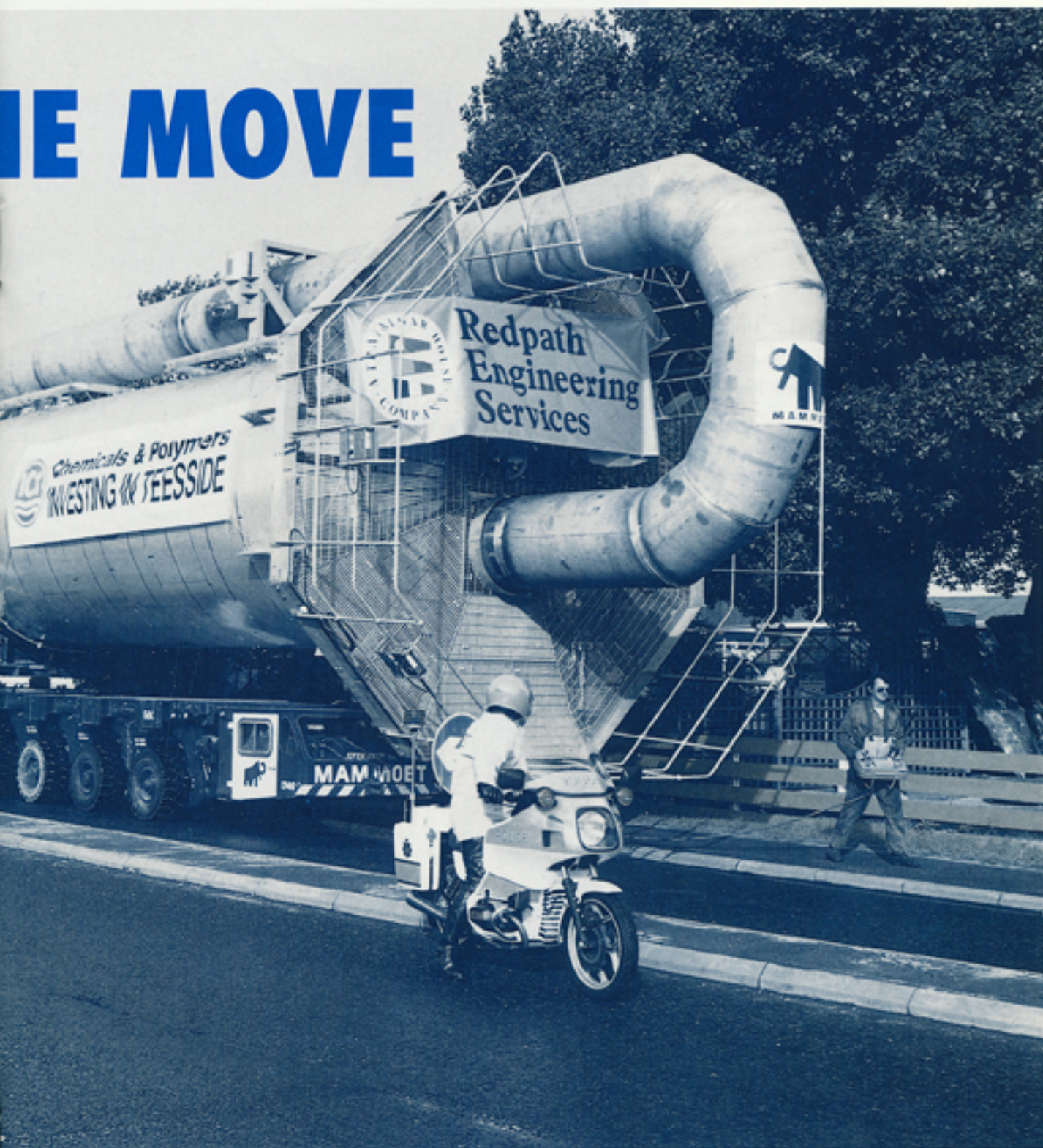


MAMMOET UK ON THE

On a sunny Sunday morning, Mammoet Transport (UK) recently moved a 180 tonne pre-dressed 'cume-ne' column from the construction hall of Redpath Engineering Services, in Stockton-on-Tees, to the ICI Billingham plant.



THE MOVE



The 62 m long column was rolled out of the construction hall by using two eight axle Mammoet self propelled modular transporters.

The sophisticated and highly manoeuvrable transporters were able to negotiate a six mile route over narrow roads and climbed a 12° gradient to

reach the only site entrance with relatively clear access in less than two hours.

Once reaching the site, using the transporter hydraulics the column was lowered onto temporary supports for final dressing prior to a plant shutdown and crane erection.



Mammoet is moving into the American market with more and more emphasis. With subsidiaries in California and Texas the company is meanwhile clearly represented in two of the most important industrial centres of the country. Ambitiously they are looking forward to enter new markets. 'The market is even bigger than we originally expected'. A report about the Mammoet organisation in the United States.



Mammoet gains a in the United S

The portrait starts in Potrero Avenue, South el Monte, one of many small places which, between the Pacific and the mountains, together form the metropolis Los Angeles. Here, in the South of the state of California, the office of Mammoet Western Incorporated is situated. Less than three years ago, Mammoet Transport acquired the shares of the company operating under the name Western Industrial Movers. The knowledge and experience of the company offered Mammoet an ideal possibility to enter the American market of heavy transport.

Dismantling, transporting and building up

"We in our turn obtained a whole new perspective through the total transport concept of Mammoet and its thorough reputation", Vice-President Operation Mr Dominic Rutigliano evaluates the transaction. "From then on we could also offer our clients the services outside the regional market, either in the field of landtransport, seartransport or a combination." Rutigliano explains that Mammoet Western's expertise focuses on dismantling, rigging, transporting and building up complete factories, plants and mills. "With a range of mobile cranes and hydraulic jacking and skidding systems we are capable of servicing the client in a customized way. Especially our 400 tonnes hydraulic gantry system, which makes it possible to handle pieces in the smallest of spaces, plays an important role in the daily transport and assembling activities.

Factories or complexes that move to a new location for various reasons, put high value on reducing to a minimum the delays in production by machines and production lines during the dismantling, transport and rebuilding. "Thus", Mr Richard Hamic, vice-president, adds, "the company's choice for an experienced transport company. Our experience in organising large industrial movements saves companies much time and therefore much money. A large part of the production can continue in the old location till the very last minute, while in the new home a start has already been made with the building up of the production lines."

Early stage

With the already mentioned logistic services of Mammoet Transport the horizon of Mammoet Western has obviously increased. On a small scale the Self Propelled Modular Transporters (SPMT) have meanwhile entered the Californian market. In the past period a number of projects were handled in which the flexibility of the SPMT reaped much acknowledgement. "Nevertheless, we must promote the trailers even more strongly in the market" says Mr Albert Slikker. The Dutchman is President of the Mammoet organisation in the United States and thus he is responsible for the subsidiary in South el Monte as well as the office of Davenport Mammoet in Rosharon, just outside Houston.



Mr Dominic Rutigliano



Mr Richard Hamic



Mr Albert Slikker



Mr Dennis R. Davenport

foothold tates



During the three hour flight from Los Angeles to Houston, Mr Slikker explicates the strategy. "We must no longer be regarded as a transport organisation, but more as an extension of the engineering company with which we carry out a certain project. We must arouse the interest of the client in an early stage. We prefer to be involved in the design of the modules, so that certain decisions can be taken on the basis of the configuration of our material. We as well as the client benefit from that."

Fruitful

Slikker acknowledges that the American market must get used to working with the SPMT. Modular building in the States is very much based on conventional material such as skidding systems or trailers with a truck. "But", he is convinced, "the large flexibility of our trailers will be fruitful. In using conventional materials, large costs are being hidden from the client. The use of SPMT may seem expensive, but we exclude the use of cranes and we can manoeuvre easier in small spaces. On the whole, we are cheaper. It only takes one project to convince them of that."

Mr Slikker is being supported in his vision by Mr Dennis R. Davenport who together with him, is in charge of the daily management of the office in Rosharon. "In the United States the time has come to incorporate the developments of heavy transport systems from other parts of the world. Ever more modules are being built where labour is concentrated and transported to their ultimate location. The SPMT fit excellently in that change. It is the ideal material for this kind of transports."

Scale

Mammoet have stationed the trailers for the American market in Rosharon, where they have been participating in the heavy transport company Davenport since 1989. In the meantime, contacts between the Dutch and the American specialists are strengthened. Davenport Mammoet are now fully integrated in the Mammoet organisation.

Dennis Davenport describes the decision to be integrated in a world-wide organisation as "the best decision the management of our company has ever taken". The family company, founded in 1967, which is specialised in multi-axle "over the road" transport, suddenly saw their local and national market enlarged. Davenport: "the scale on which we operated wasn't big enough any more. Now, for instance, we have the possibility to sell our services together with the activities of Mammoet Shipping. Otherwise, Shipping are also selling our service in their package. Clients more and more consider us to be a total transport company which controls the logistic chain.

With the coming of the SPMT", Mr Davenport carries on, "we are now also able to move cargo which I wouldn't have dreamt about two years ago. If we have specific questions about certain things, we get into contact with Mammoet's engineering department in Holland. We almost act scientifically. The total Mammoet organisation has so much knowledge." "Knowledge which," Albert Slikker emphasises again towards the end of the interview, "must be used to strengthen the position of the Mammoet organisation in the United States.

With our background and the experience we build up in this land, I see certainly possibilities. Possibilities which we can, once again, enlarge if we target the engineering companies and inform them about the possibilities and features of our SPMT. The market is even bigger than we initially thought."

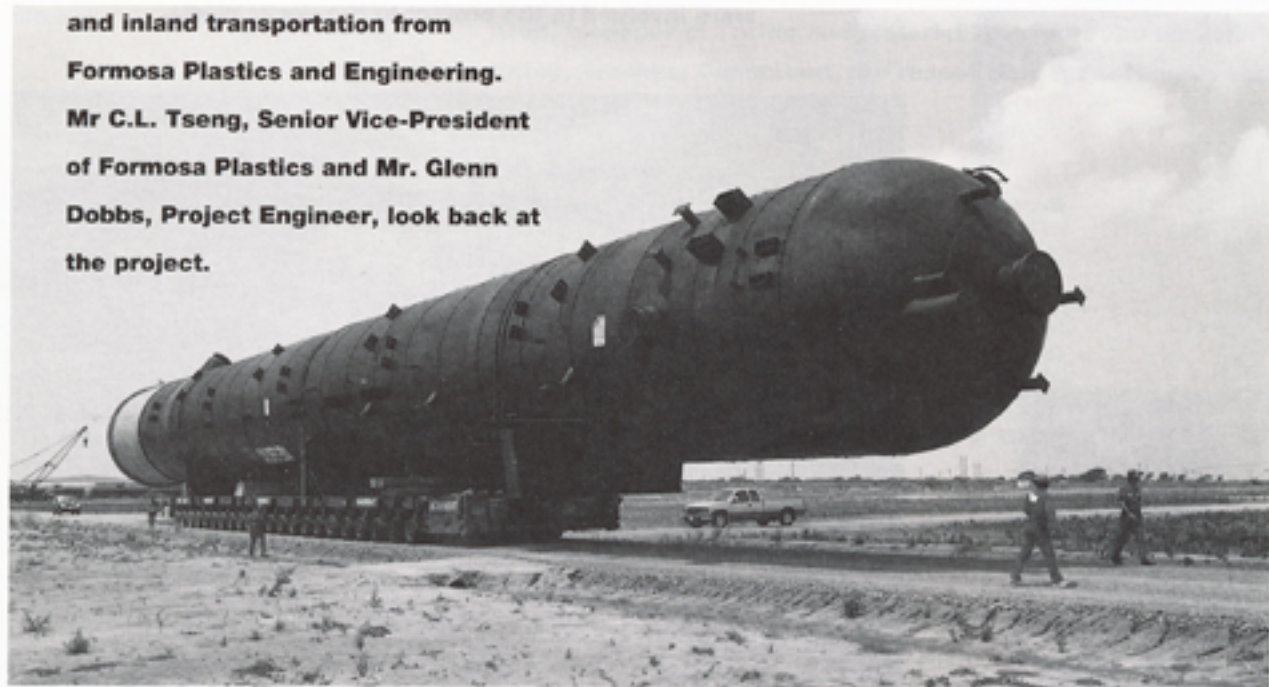
THE FORMOSA PLASTICS GROUP

"An enormous saving in time".

Taiwan based Formosa Plastics Group is a worldwide producer of plastics, fiber and chemicals. The company is currently developing a new plant in Point Comfort, Texas. At the end of last year Mammoet delivered three splitter columns to the new facility and received an award for the ocean and inland transportation from

Formosa Plastics and Engineering.

Mr C.L. Tseng, Senior Vice-President of Formosa Plastics and Mr. Glenn Dobbs, Project Engineer, look back at the project.



Mr C.L. Tseng

Ahead of schedule.

"The splitters were shipped in from Porto Marghera, Italy with the "Happy Buccaneer" of Mammoet Shipping. On arrival in Port Lavaca, five miles from our processing plant, Davenport Mammoet positioned her SPMT on a barge alongside the ship. Barge unloading was necessary to a ro-ro dock since the docks at the port were not designed for such heavy loads. The splitters were then easily unloaded with the two 550 tonne cranes of the heavy lift ship and placed precisely on the trailers."

"Upon arrival of the barge at the ro-ro deck, ramps were positioned bridging the barge and the shore. The splitters rolled onto the shore in this way one by one, bringing the trailers on the barge back to the ship every time. Davenport Mammoet unloaded the splitters at our plant without using any cranes. They moved from underneath the splitter columns sideways, which brought us well ahead of schedule."

"The decision to use Mammoet", Tseng concludes, "was because of the fact that they had the capability of shipping, using ship's cranes and transporting the splitters over land to the plant. The coordination was in one hand. This meant an enormous saving in time for us."

The RALPH M. PARSONS COMPANY

"Logistics are very important in modular construction"



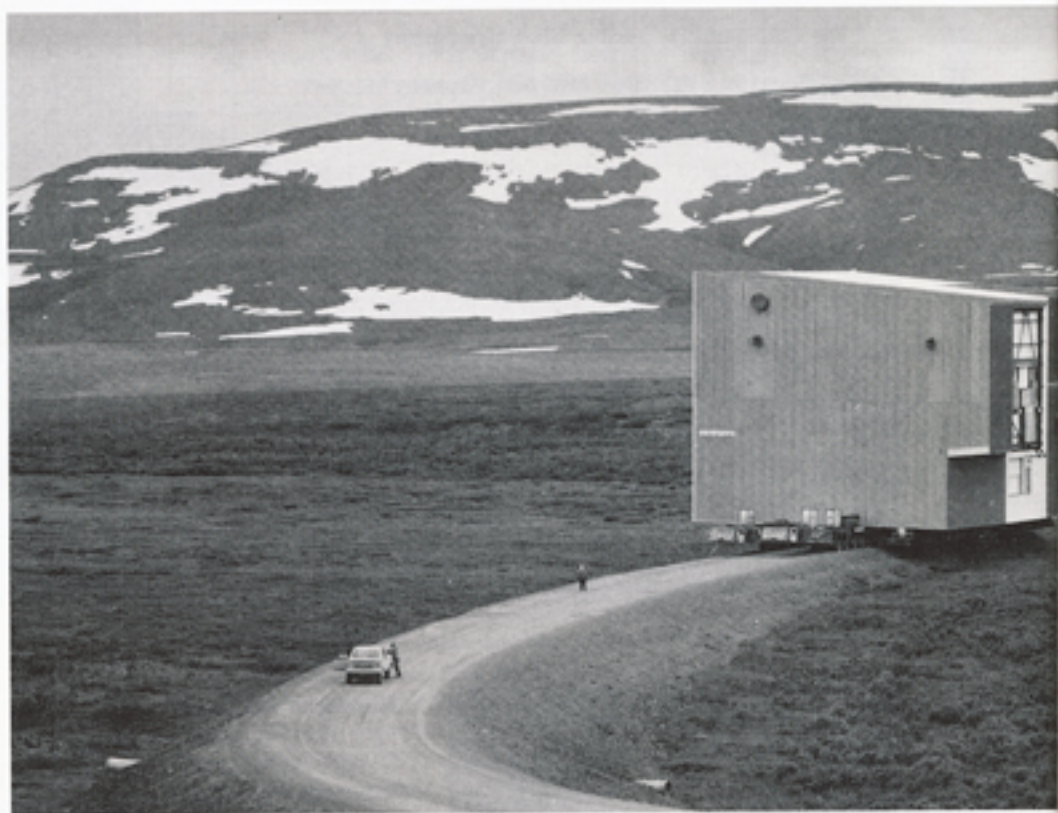
The Ralph M. Parsons Company, with headquarters in Pasadena, California, provides a complete worldwide range of services in design, engineering and construction, from refineries and chemical plants to roads and bridges. The corporation has different subsidiaries. Mammoet Transport was contracted by Parsons to transport eleven modules for a zinc procession plant from The Philippines to Alaska in the Summer of 1989. This Red Dog Project was a project in the mining division of the Ralph M. Parsons Company. Mr Norman Williams, Mr Pete Holcombe and Mr Sherif Nour-Eldin of Parsons were involved in the project in the arctic circle.



Mr Norman Williams



Mr Pete Holcombe



Governed by SPMT

"The severe climate in Alaska and the high costs of maintaining people in this environment was a typically governing basis for modularising the plant," Williams explains. "In the arctic or in an isolated area in Australia, where labour is not available or it is very expensive to bring labour in, modular construction offers a solution. It really depends on how remote the plant is to be located. The development to work with modules in our company has started in the early 70's".

"Of course logistics are very important when we use modular construction", Hawkamp adds. "The effort and time that goes into the logistics, the planning and the strategy where the modules have to be built and how they have to be transferred is an extremely important part of the modular construction. As a matter of fact the lay-out of the Red Dog Project was probably governed more by the fact that we were using the SPMT, or how we call it: the Rubber Tired Vehicles (RTV), than any other aspect of the plant."

SOUTHERN CALIFORNIA EDISON

Flexibility

Williams: "It was a logistic decision to design the plant the way we did and install some of the equipment in such a way, because we knew we had the flexibility with the RTV to do that. They are able to turn 360 degrees and they give room in front and at the back of the module. With the conventional way of doing things we would have had to redevelop a lot of things until after the modules were in place. Now we could build them before and during the placing of the modules. If this wouldn't have been possible, we would have gone into several months more on the schedule."



Holcombe: "The tendency to use modular construction is even more than before. Limitation is only as far as the capacity of the trailer and that depends on the width of the road. How many sets can you put in one direction? If you have a limitation like the Red Dog Project where the 51 miles newly build gravel road was very expensive, you have to keep the road down to the narrowest possible. But if the width is there the size and weight of a module should not be a problem."



"It was the unique equipment what did it"

With 16,000 employees Southern California Edison is one of the biggest electricity companies in the United

States. Mammoet Western has a very good relationship with the Traffic Management of the company and is often involved with the transportation of transformers and other equipment in the company's 50,000 square miles service territory. Mr James A. Kroll, manager of Traffic and Material Transport and Mr John D. Erling, Trucking Consultant, are responsible for setting up the

The right time

"We receive all the requests for the company to move a piece of equipment to one of our power reactors or plants", says Mr Erling. "So all trucking and crane requests and the rental of equipment in the company is coordinated from here. A part of the transportation is in our own hand, using our own trucks. The big trucks, with seven, nine or thirteen axles we all consult out of the company. The decision to use a certain operator is based on a combination of the lowest bid and the expertise."

Mr Kroll: "Two years ago we were first contacted by Mammoet Western. Being a large movement carrier, they picked the right time to call. There was a tremendous need for the work and the area they came for. Mammoet had all the big trucks and provided a very good service with their gantry system."

Impressive

Kroll: "One of the most impressive projects we covered with Mammoet was the movement of the U-shaped stator halves to Big Creek Power House in the mountains outside Los Angeles. Due to the crossing of a bridge in front of the station special arrangements had to be made for the transportation of the items. It was the unique equipment what did it. The SPMT of Mammoet brought us the solution, something we could not have performed with conventional equipment."

"Over the past two years a kind of partnership has been established between Mammoet and ourselves," Erling continues. "We are not talking about using them for a standard service. They have the expertise to help us out of a specific problem."

Mr Kroll: "At this moment we are more in a maintenance mode than we are in a construction mode. However, in this type of business it is very well possible that we will call in the expertise of Mammoet as well. For example for exchanging transformers, we know they have lined up their equipment to accommodate us."



Mr James A. Kroll



Mr John D. Erling

THE M.W. KELLOGG COMPANY

**"convinced of
the capability"**

The M.W. Kellogg Company, with 3000 employees, is one of the largest engineering construction companies in the world. Based at the world headquarters in Houston, Traffic Supervisor Mr Fernando Messa is responsible for the transportation of all projects of the company.



Expertise

"It is the job of our department to see that equipment that is worth millions of dollars is delivered on schedule on our projects. Our task begins when an item is produced or purchased and it normally ends when we deliver it at the final destination at a plant. It is what happens in between that makes our work so fascinating. The type of equipment varies from project cargo to heavy loads. The destination can be in the desert of Saudi Arabia or on a refinery in Houston", Messa says.

"Of course the price is a key element involved in the decision to work with a certain transportation company. By utilizing the company with the lowest rate we save money. But we only base our decisions on prices if the companies have equivalent excellent service. Expertise goes before the costs."

Best thing since airconditioning

"We are quite pleased that Davenport Mammoet has increased. Competition was needed here in this part of the Gulf Coast in heavy transport. We do depend a lot on their technical assistance. Offering a solution to specific problems we have already more than once benefitted from the manoeuvrability of the SPMT."

"We knew of the equipment Mammoet used and during the first project we used it, we became convinced of the capability. There is other conventional equipment that also can be used. However, the

SPMT are under a competitive situation surely better equipment. They just can do so many things. You can manoeuvre big heavy vessels in close areas on a refinery or petrochemical plant without any problem. As far as work is concerned, you might say it is the best thing since airconditioning."



Mr Fernando Messa





Mammoet meets future demands

In the past few years the total quantity of project cargo has been increasing considerably. Being the expert in the field of transport and shipping, Mammoet has strengthened its market position over the years.

At Mammoet's home base in The Netherlands, a considerable amount of innovative transport engineering has been worked out, which resulted in a sophisticated (self-propelled) modular transport system, tailor-made lifting, erection and positioning solutions and a purpose-built fleet of heavy-lift and project cargo vessels.

New subsidiaries were opened in the U.S.A. (Davenport Mammoet Heavy Transport Inc., Rosharon, Texas) and in Canada (Mammoet Canada Ltd., Calgary). A fair number of special transport equipment was stationed in these important industrial areas and demand is still growing.

Also in South East Asia Mammoet's activities have been expanding. Especially Walter Wright Mammoet experience an upsurge in the construction market and from their seat in Singapore they coordinate a complete

scope of special transport and craning facilities in the neighbouring countries, such as Indonesia, Thailand, Malaysia, China, Bangladesh, etc.

In spite of the tense political situation around the Arabian Gulf, Mammoet's joint-venture Alatas Big Lift in Saudi Arabia is in full swing. The replacement market is of special importance to them.

A fleet of 13 self-sustained heavy-lift and project cargo vessels, operated by Mammoet Shipping, form the core of a flawless door-to-door service, which can be offered by all Mammoet subsidiaries and sales offices. Furthermore Mammoet Shipping has a great number of agents all over the world.

In short: Mammoet is geared for its clients' demands in the nineties and shall maintain its high standard of performance in land transport and shipping operations.



ANTIEKE MOLEN IN ZUNDERT

Een in 1625 gebouwde zogenaamde "open standaard" molen werd onlangs in Zundert (NB) door Mammoet Stroof gedemonteerd.

De in zeer slechte staat verkerende houten molen werd met behulp van een hydraulische autokraan voorzichtig afgebroken, waarna transport naar een molenrestaurateur volgde.

De restauratie van de molen zal ca. een half jaar in beslag nemen, waarna de gemeente Zundert wederom in het bezit is van een van de oudste molens in Nederland.

ANCIENT MILL IN ZUNDERT

In Zundert (NL) a so called "open standard" mill from the year 1625 was recently taken apart by Mammoet Stroof.

The wooden mill was in very bad condition and was very carefully dismantled with the aid of a hydraulic crane. Thereafter the mill was transported to a mill maker.

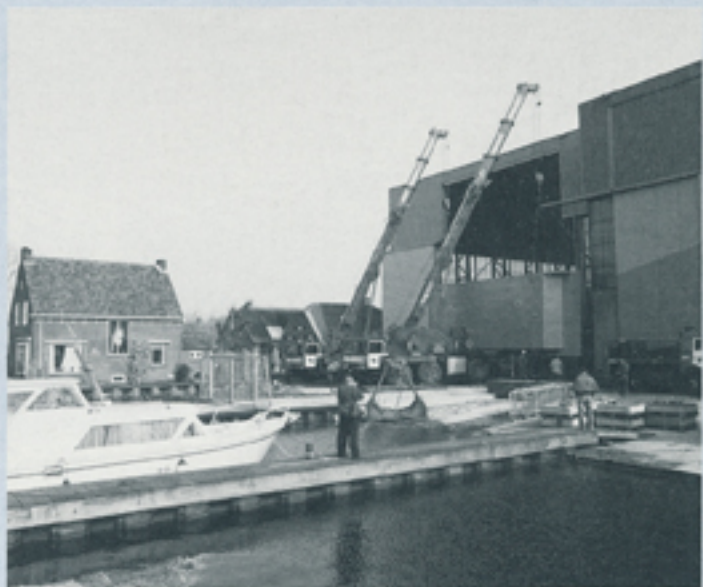
The restoration of the mill will take about half a year, whereafter the town of Zundert once again will have one of the oldest mills in The Netherlands.

INSTALLATIE DOKDEUR

In een gecombineerde vaar-, rij- en hijsoperatie werd een 80 ton wegende dokdeur vervoerd van Haarlem naar scheepswerf Van Lent in Kaagdorpe.

De dokdeur, gebouwd door "Commissaris Staalbouw", moet het Van Lent mogelijk maken, schepen met een grote diepgang te bouwen.

Het precisie inhijzen gebeurde met twee hydraulische Mammoet kranen.



INSTALLATION LOCK GATE

In a combined shipping, road and lifting operation a 80 tonne door for a dock was transported from Haarlem to shipyard Van Lent in Kaagdorpe.

The door, built by "Commissaris Staalbouw", must enable Van Lent to built ships with a large depth.

The exact placing of the door was done by two hydraulic Mammoet cranes.

VAN ROTTERDAM NAAR ANTWERPEN

Een gedemonteerde chemische fabriek uit Mannheim werd door Verolme Machinefabriek in IJsselmonde gereviseerd en in modulaire secties getransformeerd.

De uiteindelijke bestemming was de Belgium Refining Corporation in Antwerpen, waar Mammoet de modules compleet tot op de fundaties afleverde.



FROM ROTTERDAM TO ANTWERP

A dismantled chemical plant from Mannheim was revised by Verolme Machinefabriek in IJsselmonde and built up again in modular sections.

The final destination was the Belgium Refining Corporation in Antwerp, where Mammoet delivered the modules complete on foundations.



BRUG OP TRANSPORT

Bruggen zijn voor Mammoet een vertrouwd transport onderwerp.

Niet verwonderlijk in een land als Nederland, waar de waterwegen even dominant aanwezig zijn als de tulpen en de kaas.

Mammoet hijst bruggen in het groot (Zie Mammoet Mail 14 - Van Brienenoord brug) maar ook van een kleiner kaliber, zoals deze stalen klapbrug, geconstrueerd door de HCG in Schiedam. De brug wordt t.z.t. geplaatst in Brabant over een nog te graven kanaal.

BRIDGE ON THE MOVE

Bridges are a familiar affair to Mammoet.

Not particularly amazing in The Netherlands, where inland waterways are as common as the tulips and the cheese. Mammoet is specialized in handling bridges of larger sizes (see Mammoet Mail 14 - Van Brienenoord bridge), but also smaller versions as this leaf-bridge built by HCG in Schiedam. The bridge will be positioned later on over a yet to be excavated channel.



Mammoet Ferry Transport: Van harte gecertificeerd!



In het goede gezelschap van de Nedlloyd transportbedrijven Wim Vos, Van Gend & Loos, Nedlloyd Road Cargo en Rein de Jong heeft nu ook Mammoet Ferry Transport, de huiftrailerpoot van Mammoet, het fel begeerde kwaliteitscertificaat ISO 9002 verkregen. Het certificaat staat voor een nauwkeurig omschreven kwaliteitsborging, waarbij de handhaving en de juiste naleving regelmatig wordt gecontroleerd door de certificerende instantie, in dit geval het Bureau Veritas Quality International Ltd.

Kwaliteitsmanager Sil van Wanrooy vertelt waarom het certificaat zo belangrijk is. "Het is niet zo, dat je als transportbedrijf ineens op een hoger kwaliteitsniveau gaat werken. Dat zat bij ons wel goed. Je moet het meer zien dat je aan een aantal vaste normen moet voldoen en dat alle procedures nauwkeurig in een handboek worden vastgelegd. Niet in grote lijnen, maar tot in detail. Een probleem was, dat deze zogenaamde NEN/ISO normen geschreven zijn voor de industrie, en het 'vertalen' van deze normen voor de transport branche was een hele kluit."

Mammoet Ferry Transport is hier 9 maanden mee bezig geweest en uit alles blijkt dat het uiteindelijk een forse baby is geworden. Het handboek beslaat 137 bladzijden en beschrijft de hele gang van zaken in het bedrijf tot in de finesses.

Sil: "Ook al ben ik de verantwoordelijke man voor de bewaking van deze regels; het is een zaak die iedereen in het bedrijf aangaat en het verkrijgen van deze erkenning is dan ook een collectieve aangelegenheid geweest, waaraan het voltallige personeel z'n steentje heeft bijgedragen. Zoiets doe je echt niet alleen!"

Grondslag van het uitgebreide kwaliteitshandboek blijkt de direktieverklaring te zijn. In deze direktieverklaring geeft Mammoet Ferry Transport directeur Henk de Man de uitgangspunten en kwaliteitsnormen aan. In het kort betreft dit de onderdelen vervoerszekerheid, stiptheid, veiligheid, schadevrij werken en flexibiliteit.

Sil: "Dit alles is vastgelegd als bewaking van de belangen van de klant. Het certificaat geeft onze opdrachtgevers de garantie, dat de totale dienstverlening, inclusief de totale administratieve verwerking, op de juiste manier wordt uitgevoerd."

Op de achtergrond blijkt de wet op de aansprakelijkheid producten mee te spelen en als we verder teruggaan in de tijd, blijkt dat reeds in de tweede wereldoorlog grote aantallen "Liberty" en "Victory" schepen werden gebouwd volgens vaste normen in, jawel, een kwaliteitshandboek.

Sil: "het heeft veel tijd en moeite gekost om dit alles onder de strakke regie van het Bureau Veritas uit te zoeken en vast te leggen. Maar ik ben ervan overtuigd, dat het uiteindelijk z'n geld dubbel en dwars zal opbrengen."

Het is trouwens zo, dat sommige klanten de certificatie al verplicht stellen en zonder certificaat absoluut geen opdrachten meer verstrekken. Uit-

eindelijk kan het niet gecertificeerd zijn een bedrijf een negatief imago geven."

Sil van Wanrooy kent als geen ander de "ins and outs" van het bedrijf. Samen met directeur Henk de Man is hij vanaf het begin werkzaam geweest bij Mammoet Ferry Transport, voor een kwaliteitsmanager een ideale achtergrond.

"Kwaliteit heeft bij Mammoet Ferry Transport altijd al hoog in het vaandel gestaan. Maar het is goed ons te realiseren, dat het nog beter kan. Om daar je mensen van te overtuigen, is een van de lastige taken in deze functie."

Het certificaat blijkt 3 jaar geldig te zijn



en is uitgereikt aan Mammoet Ferry Transport Europoort en Zeebrugge.

De U.K. poot van Mammoet Ferry Transport wordt binnenkort gecertificeerd: "Vanwege de Engelse taal was combinatie niet mogelijk en moest dat separaat lopen."

Sil van Wanrooy besluit met: "Naar mijn verwachting zijn alle vooraanstaande transportbedrijven binnen vijf jaar gecertificeerd, zo niet dan val je uit de boot."

EN 29002/ISO 9002/BS 5750
APPROVED BY BVQI LTD

Mammoet Ferry Transport: well certified!

Like its Nedlloyd sisters, the transport companies Wim Vos, Van Gend & Loos, Nedlloyd Road Cargo, Rein de Jong, Mammoet Ferry Transport, the tilt trailer leg of Mammoet, has received the eagerly awaited quality certificate ISO 9002. The certificate stands for a carefully described quality security, in which the correct maintaining and compliance is carefully checked by the certifying organisation, in this case Veritas Quality International Ltd.



Quality Manager Sil van Wanrooy tells us why the certificate is so important. "It is not that a transport company suddenly increases its quality level. That was all right with us. It is more like sticking to a range of set standards and putting all procedures down in a manual. Not largely, but in detail. A problem was that these so called NEN/ISO standards were written for the industry and translating these standards for the transport branch was quite a job."

It took Mammoet Ferry Transport 9 months to translate the manual and in the end it turned out to be quite a large undertaking. The handbook covers 137 pages and depicts the whole range of the company's activities in detail.

Sil: "Even though I'm responsible for guarding these rules, it is everybody's job in the company and achieving this acknowledgement had been a collective effort, in which the complete staff attributed. You don't do things like that alone!

"The basis of the extensive quality handbook appears to be the management declaration. In this declaration Mammoet Ferry Transport director Henk de Man points out the starting points and the quality standards. In short these concern the subjects transport certainty, accuracy, safety, working without accidents and flexibility.

Mr Van Wanrooy: "This is all written down to safeguard the interests of the Customer.

The certificate guarantees our customers that the complete service, including the complete administration, will be executed in the right way."

In the background the Law on Responsibility Products turns out to play a role and if we go back even further in history, already in the second world war large numbers of "Liberty" and "Victory" vessels were built according to fixed data that had been put down in a quality manual.

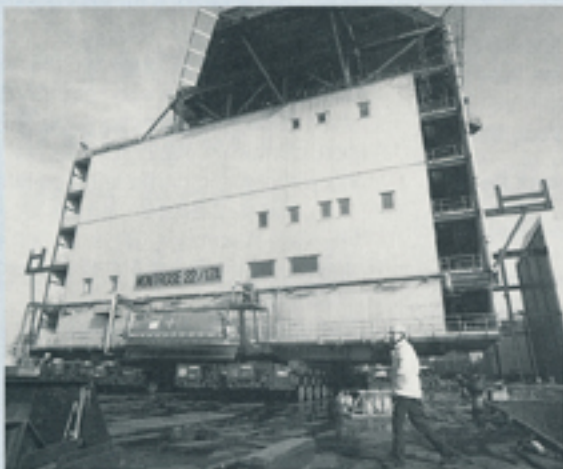
Mr Van Wanrooy: "It cost a lot of time and effort, all under the strict regime of Bureau Veritas, to find out all the details. But I'm convinced that it will pay in the end. By the way, some clients already insist on the transport company having the certificate. They don't want to issue orders without it. In the end not being certified could give a company a negative image."

Sil van Wanrooy knows the ins and outs of the company like nobody else. Together with director Henk de Man he has been working with Mammoet Ferry Transport from the start, which is an ideal background for a quality manager.

"With Mammoet Ferry Transport quality has always been a high ranked issue. But, it is good to realize that we can always improve. To convince your people of this need is one of the most difficult tasks in this job."

The certificate appears to be valid for 3 years and has been issued to Mammoet Ferry Transport in Europoort and Zeebrugge. The U.K. leg of Mammoet Ferry Transport will receive the certificate shortly: "because of the English language this could not be combined and the issue had to be separate.

Mr Sil van Wanrooy concludes with saying: "I expect that all major transport companies will have the certificate within the next 5 years; the ones who don't have it will loose out in the end."



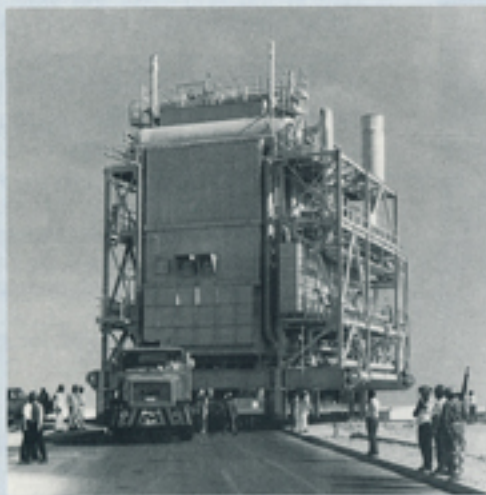
1200 TONNE LIVING QUARTER LOADED OUT.

At HCG's in Schiedam a 1200 tonne modules for a production platform was driven onto a pontoon with Mammoet's self-propelled modular trailers (SPMT).

At present Mammoet is involved in quite a number of load-outs in North Western Europe, while load-outs in Western Australia and America will be performed in the near future.

1200 TONS LIVING QUARTER UITGELADEN.

Bij de HCG in Schiedam werd met behulp van Mammoet's zelf aangedreven platform trailers (SPMT) een 1200 ton zware module voor een productie platform op een ponton gereden. Mammoet is op het moment betrokken bij een groot aantal "load-outs" in Noord West Europa, terwijl load-outs in West Australië en Amerika in de nabije toekomst zullen plaatsvinden.



BOILER UNIT DELIVERED IN SAUDI ARABIA

For the plant owner "Saudi Arabian Petrochemical Company" (a joint venture between SABIC and E.N.I.) a 365 tonnes weighing boiler unit has been transported from Japan to the plant site in Al Jubail in Saudi Arabia.

The main boiler was manufactured in Japan by Hitachi Zosen and Mammoet Shipping's heavy-lift vessel "Project Americas" took care of the shipment to the Middle East.

The 17.5 m high and 13.7 m wide structure was unloaded by the ship's own gear directly onto the industrial port quay in Al Jubail. After cutting away the seafaste-

ning underneath the unit, Alatas Big Lift could perform the connecting transport over land by special platform trailers, 12 axle lines with a width of 6 metres.

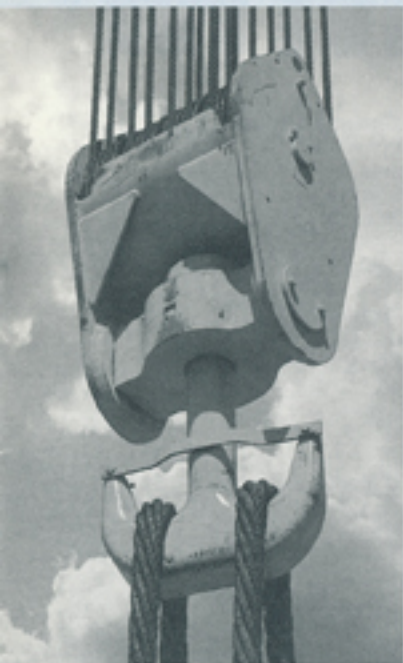
After the transportation to the plant, the unit was lowered onto it's permanent foundation, using the trailer's hydraulic lifting/lowering system.

The additional boiler unit was required to uplift production of MTBE (Methyl Tertiary Butyl Ether).

MTBE is the anti-knock agent now added to gasoline instead of lead, the other products are used in the manufacturing of synthetic rubber and as feedstock for other processes.

(Photographs by kind permission of SABIC.)





NEWS FROM WALTER WRIGHT MAMMOET

Walter Wright Mammoet (S) Pte Ltd recently transported two generators for a coal mine project in Indonesia.

The two alternators of 2.3 Megawatt capacity, weighing 80 tonnes, were manufactured by Stork-Wartsila Diesel in the Netherlands for the Kaltim Prima Coal Project at Tanjung Bara, Kalimantan, Indonesia.

Walter Wright Mammoet received the 13.8 m long, 4 m wide and 4.8 m high alternators alongside PSA wharves at Jurong, Singapore. From there they were transported to the Walter Wright Mammoet Tuas yard on hydraulic platform trailers for storage until a suitable

ble barge, provided by the client, was made available for transport to the site.

Walter Wright Mammoet's scope entailed designing and installing seafastenings on the barge, the supply of an eight line hydraulic platform trailer, placing the alternators on the barge, lashing and the provision of jacking equipment and personnel for transport of units at site and the placing onto foundations.

The two alternators were finally transported by trailer over approximately 2 kilometres and placed on location to the complete satisfaction of both Kaltim Prima Coal representatives and the representation of Stork-Wartsila Diesel.



FULLY DRESSED DE-METHANISER FROM FRANCE TO SCOTLAND

In a combined Mammoet operation, coordinated by Mammoth Transport France, a de-methaniser column weighing 186 tonnes was delivered at B.P. in Grangemouth

The piece was built in 2 sections at the B.S.L. factory at Suissons (France) and assembled and dressed in Dunkirk.

Mammoet Shipping's m.s. "Starman Asia" carried the column to Grangemouth docks in Scotland, using her ship's gear for loading and unloading.

Mammoet Transport U.K. transported the 69 meter long vessel by self-propelled modular transporters to the site, where it was stored for the time being.



NUCLEAR REACTOR VESSEL FOR SIZEWELL 'B' POWERSTATION.

An impressive integrated heavy lift operation was recently performed by Mammoth Transport France.

A 365 tonnes 'Framatome' nuclear reactor vessel and a 85 tonne overhead were shipped by m.s. "Starman Asia" from Fos sur Mer in France to the U.K.

Following a mammoth 26-day journey by river, sea and road, the very heart of Britain's first pressurised-water reactor nuclear power station arrived safe and sound on the construction site.

The reactor was fabricated by Framatome in Chalon in Central France.



EUROPE

Mammoet Transport B.V.

Vellingkade 15
4815 HC Breda (Holland)
P.O. Box 2267
4800 CG Breda (Holland)
Tel. 076-794400, Telex 54291
Fax: 076-715634

Mammoet Shipping B.V.

Westerdoksdijk 40
1013 AE Amsterdam (Holland)
P.O. Box 1960
1000 BZ Amsterdam (Holland)
Tel. 020-5573300, Telex 13681
Fax: 020-236679

Mammoet Stoof B.V.

Vellingkade 15
4815 HC Breda (Holland)
P.O. Box 3469
4800 DL Breda (Holland)
Tel. 076-794444, Telex 54291
Fax: 076-712164

Mammoet Stoof B.V.

P.O. Box 1114
4530 GC Terneuzen (Holland)
Tel. 01150-12488,
Fax: 01150-30724

Mammoet Stoof B.V.

Moezelweg 230
3198 LS Europoort RT (Holland)
Tel. 01819-63033, Telex 29732
Fax: 01819-62017

Mammoet Stoof B.V.

Industriestraat 12
6135 KH Sittard (Holland)
Tel. 046-525100
Fax: 046-526040

Mammoet Ferry Transport B.V.

Moezelweg 230
3198 LS Europoort RT (Holland)
Tel. 01819-62244, Telex 29732
Fax: 01819-62017

Mammoet Ferry Transport N.V.

Baron de Maereiaan 32
8380 Zeebrugge (Belgium)
Tel. 050-546003, Telex 82317
Fax: 050-546179

Mammoet Ferry Transport Ltd

North Side Alexandra Dock
Hull HU9 1TA (UK)
Tel. 0482-224834, Telex 597018
Fax: 0482-24301

Mammoet Ferry Transport Ltd

New Tech. Square
Deeside Industrial Park
Deeside, Clwyd, Wales CH5 2NT (UK)
Tel. 0244-830700, Telex 61197
Fax: 0244-830148

Mammoet Ferry Transport Ltd

IMM Building, 1 Parker Avenue
Felixstowe (UK)
Tel. 0394-673202, Telex 988781
Fax: 0394-673207

Mammoet Transport (België) N.V.

Albertdijk, Ouland 25
2030 Antwerp (Belgium)
Tel. 03-5416610, Telex 32989
Fax: 03-5416664

Mammoet Transport Norge A/S

Markevei 2a
5012 Bergen (Norway)
Tel. 05-322380, Telex 42534
Fax: 05-231676

Mammoth Transport France S.à.r.l.

3, rue du Marechal De Lattre De Tassigny
78150 - Le Chesnay (France)
Tel. 01-39633737, Telex 689935
Fax: 01-39558149

Mammoet Transport (U.K.) Ltd

Tees Offshore Base
Dockside Road, Middlesbrough,
Cleveland TS6 6UZ (UK)
Tel. 0642-440400, Telex 58393
Fax: 0642-440494

Mammoet Shipping B.V.

14-20 St. Mary Axe
London EC3A 8BU (UK)
Tel. 071-6234319, Telex 893444
Fax: 071-6234331

Mammoet Starman Shipping G.m.b.H.

Langenstrasse 52-54
Bremen (Germany)
P.O. Box 101469, 2800-Bremen, (Germany)
Tel. 0421-18577, Telex 246716
Fax: 0421-1763313

Mammoet Starman Shipping G.m.b.H.

Lindenstrasse 52
4000-Düsseldorf 1 (Germany)
Tel. 0211-9918120
Fax: 0211-6802513

Mammoet Mediterranean

c/o Spallarossa S.r.l.
Salita A. Giusti 9/12
16124 Genoa (Italy)
Tel. 010-297938, Telex 286397
Fax: 010-290090

USA

Mammoet Transport U.S.A. Inc.

400 North Belt Drive East
Suite 315
Houston, TX 77060-3534 (U.S.A.)
Tel. 0713-9312175, Telex 6868684
Fax: 0713-4489309

Mammoet Western Inc.

1419 Potrero Avenue
South El Monte, CA 91733-3014 (U.S.A.)
Tel. 0818-4425542
Fax: 0818-4420841

**Davenport Mammoet Heavy
Transport Inc.**

Route 4, Box 48
Rosharon, TX 77583 (U.S.A.)
Tel. 0713-4312573
Fax: 0713-4310984

CANADA

Mammoet Canada Limited

530, 736 - 6th Avenue S.W.
Calgary, Alberta T2P 3T7 (Canada)
Tel. 0403-2375367
Fax: 0403-2656912

SOUTH AMERICA

Mamut de Colombia S.A.

Carrera 7, ng. 32-33, Piso 24,
Of. 2401, Apartado Aereo 10029
Bogota, D.E. (Colombia)
Tel. 2324425, Telex 45734
Fax: 2859736

Mamut de Colombia S.A.

Apartado Aereo 3110
Barranquilla (Colombia)
Tel. 422647, Telex 31177
Fax: 423568

MIDDLE EAST

Alatas Big Lift Co. Ltd

P.O. Box 4, Jeddah 21411 (Saudi Arabia)
Tel. 02-6449644, Telex 601009
Fax: 02-6445974

Alatas Big Lift Co. Ltd

P.O. Box 737, Al Jubail 31951 (Saudi Arabia)
Tel. 03-3418133, Telex 832068
Fax: 03-3415728

Mammoth Gulf

P.O. Box 2297, Dubai (U.A.E.)
Commercial Department/Yard
Tel. 04-341252, Telex 46976
Fax: 04-341366

Navigation Mammoth Gulf

P.O. Box 153, Doha (Catar)
Tel. 434912, Telex 4206
Fax: 320921

Pecon Transport Division

P.O. Box 3262, Abu Dhabi (U.A.E.)
Tel. 02-331140, Telex 22278

ASIA

Walter Wright Mammoet (S) Pte. Ltd

19 Tuas Crescent, Jurong
Singapore 2263
Tel. 8611638, Telex 24626
Fax: 8612718

Walter Wright Mammoet (HK) Pte. Ltd

Guangdong Textile Centre,
Room 402, 4/F,
22-26 Minden Avenue, Kowloon
G.P.O. Box 9398, Hong Kong
Tel. 7221622, Telex 42614
Fax: 3661155

Mammoet Transport Tokyo

Akasaka Twin Tower
East Building 12th fl., 2-17-22, Akasaka
Minato-ku, Tokyo (Japan)
C.P.O. Box 2135, Tokyo (Japan)
Tel. 03-55630274, Telex 2222660
(from Europe 25525)
Fax: 03-55630289/90